

From: [Furey, Eileen](#)
To: [Lowe, Willard](#)
Cc: [Sharon, Scott](#)
Subject: RE: ARD Information Requests
Date: Thursday, May 5, 2022 12:26:28 PM

Bud and Scott,

Below is the email from Ed Name to ARD management stating the policy.

Eileen

From: Nam, Ed

Sent: Friday, May 24, 2019 12:22 PM

To: Furey, Eileen <furey.eileen@epa.gov>; Mooney, John <Mooney.John@epa.gov>; Siegel, Kathryn <siegel.kathryn@epa.gov>; Jencius, Michele <jencius.michele@epa.gov>; Compther, Michael <compther.michael@epa.gov>; Damico, Genevieve <damico.genevieve@epa.gov>; Ackerman, Charmagne <Ackerman.Charmagne@epa.gov>; Aburano, Douglas <aburano.douglas@epa.gov>; Blakley, Pamela <blakley.pamela@epa.gov>

Subject: Flexiplace expectations

ARD section chiefs,

I am writing to convey my expectation that each section have, at a minimum, one day a week when all staff are scheduled to be physically present in the office and not working at their alternative work locations. I see many benefits to this practice. Here are a few:

- enhanced collaboration: some of the best ideas come from informal (and even accidental) interactions, like hallway conversations, that do not happen when working from home
- quicker decision-making: meetings and decisions can be delayed if people are waiting to find a time when everyone is in the office
- better communication: body language is an important component of any conversation, and may be missed when working remotely, even with such tools as Skype. Studies have shown that non-verbal elements of communications account for 60-80% of communications (<https://www.nytimes.com/2006/09/24/books/chapters/0924-1st-peas.html>).
- greater engagement: truth be told, how many of us have occasionally multitasked during a conference call, whereas you would have been more present if you participated in person? Also, the people physically present for a meeting tend to forget about the person on the phone which leads to less engagement overall. Certain meetings require everyone to be 100% engaged!
- improved ELMS performance: The ELMS process has an explicit principle of the cadence of accountability. This includes huddles, section meetings, and others. Please use the face time on these common days well!

My understanding is that most of ARD's sections already have a designated day for all section

members to be physically in the office. Would you please let Eileen and me know on or before COB Tuesday, May 28, 2019 if:

- you already have a day or days when all staff are physically present in the office and, if so, which day(s) of the week.
- you do not already have a day when all staff are physically present in the office, which day you are selecting and its effective date. I am ok with a transition period, as some people may have hard wired appointments on flex days, which may take time to change.

As needed, we will discuss this ARD policy at our next all ARD managers meeting, which is currently scheduled for June 3, 2019. I will also be happy to discuss the policy at the next ARD all-hands.

Thanks and have a great weekend!

Ed

- Edward Nam
Director, Air and Radiation Division
US EPA, Region 5, Mail code A-18J
77 W. Jackson Blvd.
Chicago, IL 60604-3590
Phone 312-353-2192 nam.ed@epa.gov

From: Lowe, Willard <Lowe.Willard@epa.gov>

Sent: Tuesday, May 3, 2022 6:28 PM

To: Furey, Eileen <furey.eileen@epa.gov>

Cc: Sharon, Scott <sharon.scott@epa.gov>

Subject: ARD Information Requests

Hello Eileen - The attached routing sheet #15 references an ARD written policy that section supervisors might require staff to be physically in the office, at a minimum, one day per week. Please provide the written policy.

Thanks

Willard (Bud) Lowe
Labor & Employee Relations Specialist
U.S. EPA, Region 5
77 W Jackson BLVD
Chicago, IL 60604
Email: Lowe.Willard@epa.gov
Phone: (312) 353-2311